

# HealthCareCAN's 2021 Annual Report







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# Message from the Chair of the Board of Directors and the President & CEO of HealthCareCAN



**HealthCareCAN believes that now, more than ever, we need strong political leadership and sustainable funding that will renew and strengthen our nation's healthcare and health research system.**

As the national voice of healthcare and health research institutions in Canada HealthCareCAN's purpose is to serve and advocate for our members. Throughout 2021 our message to politicians, decision-makers, stakeholders, and the public was clear and simple: Canada needs a stronger federal commitment and vision to enhance health research and sustain a high-quality healthcare system.

As the COVID pandemic has stubbornly persisted, causing tremendous challenges to the healthcare system, HealthCareCAN continues to press home the need for action. In October, during the federal election campaign, we were gratified to hear pledges to act to shore up healthcare and health research sphere from federal parties as a result of HealthCareCAN advocacy efforts. However, there is no doubt that the people of Canada deserve and need more from their leaders.

Canada can and must do better, which is why we are pressing for a rethinking of how the system should change so it is more integrated, efficient and covers the full healthcare spectrum. Other areas of great priority in our view include financial assistance for retention, recruitment, training, and the development of a qualified health workforce and, lastly, for more sustained funding for mental health Canada-wide, including our healthcare workers.

In recognition of the fact that the health human resources issues are causing tremendous challenges in the delivery of timely access to quality healthcare, 2021 saw the creation of the HealthCareCAN Health Human Resources Advisory Committee (HHRAC). This committee comprises healthcare People and Culture leaders from across Canada in a national network to provide critical advocacy and strategic direction and counsel on policy issues based on health sector needs. HHRAC also provides important advice for future leadership and development programs to be offered by HealthCareCAN's professional development division, CHA Learning.

HealthCareCAN is also tremendously focused and committed to raising the voice of health research institutions from across the country and ensuring that our policymakers understand how a healthy, vibrant health research ecosystem is a strong driver of economic growth for Canada. Again in 2021, HealthCareCAN greatly benefited from the input and leadership of our Vice Presidents of Research Committee in advancing the cause.

We are pleased to share the 2021 HealthCareCAN Annual Report to Members, which captures some of the work undertaken in support of our member institutions throughout the year. While this covers a lot of activity and effort, rest assured that we have no interest in resting on our laurels.

Every day we continue to work to bring forward the voice of healthcare and health research in Canada with the goal strengthening our system to help all the people of Canada, and we thank you, our members, for your continued loyalty and engagement.

**Martine Bouchard**  
**Chair, Board of Directors**

**Paul-Émile Cloutier**  
**President and CEO**



# Our 2021 Board of Directors



**Martine Bouchard**  
CHAIR, BOARD OF  
DIRECTORS  
*Manitoba*



**Jason Bilsky**  
President & CEO  
Yukon Hospital  
Corporation  
*Yukon*



**Dr. France  
Desrosiers**  
President & CEO  
Vitalité Health  
Network  
*New Brunswick*



**Patrick Dumelie**  
President & CEO  
Covenant Health  
*Alberta*



**David Diamond**  
President & CEO  
Eastern Health  
*Newfoundland and  
Labrador*



**Dr. Michael  
Gardam**  
CEO, Health PEI  
*Prince Edward Island*



**Dr. Pierre Gfeller**  
President & Executive  
Director  
McGill University  
Health Centre  
*Quebec*



**Dr. David Hill**  
CO-CHAIR, VICE PRESIDENTS  
OF RESEARCH COMMITTEE  
Integrated Vice President,  
Research & Scientific  
Director, Lawson Health  
Research Institute, St.  
Joseph's Health Care &  
London Health Sciences  
Centre  
*Ontario*

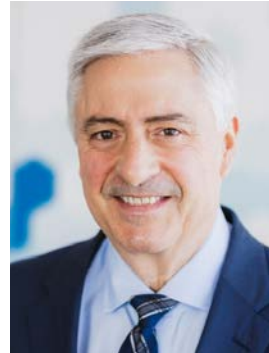




**Scott Livingstone**  
President & CEO  
Saskatchewan Health  
Authority  
Saskatchewan



**Dr. Rob McMaster**  
Vice Dean, Research  
University of BC  
British Columbia



**Rob MacIsaac**  
President & CEO  
Hamilton Health  
Sciences Centre  
Ontario



**Dr. Brendan Carr**  
President & CEO  
Nova Scotia Health  
Nova Scotia



**Dr. Andrew Smith**  
President & CEO  
Sunnybrook Health  
Sciences Centre  
Ontario



**Cathy Ulrich**  
President & CEO  
Northern Health  
British Columbia



**Dr. Alika Lafontaine**  
President-elect  
Canadian Medical  
Association  
Director-at-large



**Shirlee Sharkey**  
President & CEO  
SE Health  
Director-at-large



# Election 2021: Your issues at the forefront

During the 2021 election, the media was flooded with issues from all sectors, HealthCareCAN worked to raise the concerns of Canada's health system above the din.



## Strengthening health research and innovation

Federal investment in health research pales in comparison to what is invested in many other OECD countries. Canada's jurisdictional divides and regulatory landscape discourage partnerships and global investment. Canada can and must do better.



## Supporting better aging

There are insufficient home care services to meet the level of need across the country, and long-term care homes were not ready for COVID-19 after years of being overlooked, underfunded and understaffed. It's time Canada develop a pan-Canadian approach to improve health and social services for older adults.



[Click here to read our election backgrounder on strengthening health research and innovation.](#)



[Click here to read our open letter to federal party leaders and their responses.](#)

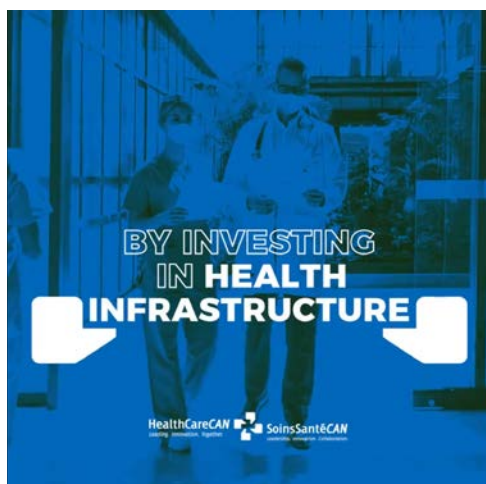


[Click here to read our election backgrounder on supporting better aging.](#)



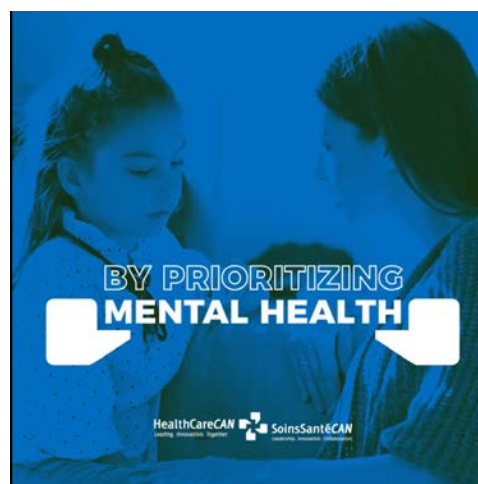
[Click here to learn about our participation in a meeting organized by the Minister of Seniors to dig into seniors' care issues.](#)





## Modernizing health infrastructure

COVID-19 highlighted the pitfalls of outdated health infrastructure and underscored that health facilities built half a century ago no longer serve Canada's needs in 2021. Canada must better support health infrastructure, including digital infrastructure and cybersecurity.



## Building a more inclusive, equitable and resilient health system

Stress and burnout have led many healthcare workers to leave the sector, leaving too few healthcare workers to meet present, let alone future, demand on the health system. Canada urgently needs a national approach to health human resources planning.



[Click here to read our election backgrounder on modernizing health infrastructure.](#)



[Click here to find out what two questions we pressed federal leaders for answers on in advance of the debates.](#)



[Click here to read our election backgrounder on building a better health system.](#)



[Click here to read our joint statement with CALTC, CanAge and CNA.](#)



# CHA Learning: 70 years of shaping Canada's health leaders

2021 was [CHA Learning](#)'s 70th anniversary. Seven decades of providing professional development to healthcare professionals across Canada – from a distance. Our history is thanks to the legacy organization that gave us the 'CHA' in our name: The Canadian Healthcare Association. In fact, before it was the Canadian Healthcare Association, it was the Canadian Hospital Association and before that, the Canadian Hospital Council.

This is a history that began before eLearning was a thing; before virtual learning was even possible; before there was an “online” space let alone computers. CHA Learning was born before many of the colleges and universities that dot our country today, back in a time when bridging the vast distance that is Canada required postage, letter carriers and travel.

When HealthCareCAN was created by a merger of the Canadian Healthcare Association and the Association of Canadian Academic Healthcare

Organizations in 2014, CHA Learning consulted our many stakeholders who told us to keep the name of our professional development division, lest we lose our history and the name so many use to search for healthcare education. And so, not only did we keep it, but we also invested in reinvigorating the brand and building it into our HealthCareCAN identity.

CHA Learning's legacy has always been about listening: listening to members, listening to partners, listening to students. It has always been about helping and supporting our health system with people who are trained and ready to foster operational and care excellence.

Now as we look to the future, we must continue to grow and change to support the needs of our members and learners and ensure that our programming is always current, relevant and innovative.

**Check out our video below celebrating 70 years!**

Your browser can't play this video.  
[Learn more](#)





**We are grateful to our Board of Directors and to our partners, whose support allow us to leverage the necessary resources to invest in our future.**

### **CHA Learning and Algonquin College to develop "Campus of Care"**

Canada's health system is facing critical staff shortages in multiple specialties, threatening its sustainability and its capacity to continue providing innovative, high-quality care. This expanded agreement between HealthCareCAN and Algonquin College creates a crucial bridge between the health system and the post-secondary system to help ensure healthcare in Canada has the right people, working in the right places, at the right time.

The extended collaboration also opens the door for the co-design and development of new programs for the healthcare marketplace. This will build up a one-stop 'Campus of Care' educational 'hub' that healthcare professionals can access anytime, anywhere to upgrade skills and help reach their professional development goals over the entirety of their careers.

### **New systems improve efficiency and quality of services at CHA Learning**

We are pleased to report that upon implementation of CHA Learning's new integrated student management and learning management systems, the department's efficiency and quality of service has drastically improved. A clear example of this has been in the time it takes for students to register and pay for their products (down from 5 business days to just 15 minutes). At the same time, student communication and faculty assignment have become 'automated' by the system, which we believe will translate into a better student experience and increased referrals.

2022 will be a year of capitalizing on these changes and our new learning systems and a year of polish and improvements as we start to enhance our programming to align with the capabilities of each of these new systems.





# Our member committees

## Vice Presidents of Health Research

Health researchers in Canada work hard to advance understanding and apply new knowledge and HealthCareCAN benefits greatly from the input of its Vice Presidents of Research Committee. This dedicated group, comprising representatives from leading health institutions across the country, provides a critical front-line perspective on the strategic policy issues related to the health research, innovation and commercialization enterprise.

Ellen Chesney (co-chair)  
Chief Administrative Officer –  
Research  
Provincial Health Services Authority

Dr. David Hill (co-chair)  
Integrated Vice President, Research  
& Scientific Director, Lawson Health  
Research Institute  
St. Joseph's Health Care & London  
Health Sciences Centre

Dr. Natalie Banville  
Acting Vice-President of Medical  
Services, Training & Research  
Vitalité Health Network

Mr. Fraser Bell  
Vice President, Planning, Quality &  
Information Management  
Northern Health

Dr. Miguel N. Burnier  
Interim Executive Director & Senior  
Scientist, Research Institute  
McGill University Health Centre

Dr. Jason Berman  
CEO & Scientific Director, Research  
Institute  
Children's Hospital of Eastern  
Ontario

Dr. Tom Chau  
Vice President, Research and Director  
of the Research Institute  
Holland Bloorview Kids  
Rehabilitation Hospital

Dr. Michael Czubryt  
Executive Director, Research  
St. Boniface Hospital

Dr. Florence Dzierszinski  
Interim Chief Operating Officer &  
Director, Research Development &  
Partnerships, IMHR  
The Royal

Dr. David Granville  
Vice President, Research & Executive  
Director, Research Institute  
Vancouver Coastal Health Authority

Dr. William Hogg  
Acting Vice-President, Research  
Montfort Hospital

Dr. Kullervo Hynynen  
Vice President, Research &  
Innovation  
Sunnybrook Health Sciences Centre

Dr. Nathan Kolla  
Vice-President, Research &  
Academics  
Waypoint Centre for Mental Health  
Care

Dr. Christopher Mushquash  
Interim Executive Vice-President of  
Research & Chief Scientist, Research  
Institute  
Thunder Bay Regional Health  
Sciences Centre

Judy O'Keefe  
Vice-President, Research  
Eastern Health

Mr. Tim Pauley  
Director, Research & Academics  
Ontario Shores Centre for Mental  
Health Sciences

Dr. Paula Rochon  
Vice-President, Research & Senior  
Scientist, Research Institute  
Women's College Hospital

Dr. Greg Ross  
Vice President, Academic & Research  
Impact  
Health Sciences North



“

*It is a privilege to be part of the HealthCareCAN VPRs group. I am deeply grateful for the work you do to promote and build opportunities for health research at IWK and across the country.*

Dr. Jeannie Shoveller  
Vice President, Research and Innovation, IWK Health Centre

”

Dr. Ori Rotstein  
Vice-President, Research & Innovation  
Unity Health Toronto

Rosa Rudelich  
Vice President & Chief Operating Officer  
Covenant Health

Dr. Stephen Scherer  
Chief of Research, Research Institute  
The Hospital for Sick Children

Dr. Ted Scott  
Vice President, Research & Chief Innovation Officer  
Hamilton Health Sciences

Dr. Allison Sekuler  
Vice-President, Research & Director of the Rotman Research Institute  
Baycrest

Dr. Jeannie Shoveller  
Vice President, Research & Innovation  
IWK Health Centre

Dr. Duncan Stewart  
CEO & Scientific Director, Research Institute  
The Ottawa Hospital

Dr. Heidi Sveistrup  
Vice-President, Research & Scientific Director, Research Institute  
Bruyère Continuing Care

Dr. Lehana Thabane  
Vice-President, Research  
St. Joseph's Healthcare Hamilton

Dr. Gail Tomblin Murphy  
Vice President, Research & Innovation  
Nova Scotia Health Authority

Cindy Trytten  
Director, Research & Capacity Building  
Island Health

Dr. Aristotle Voineskos  
Vice President of Research  
Centre for Addiction & Mental Health

Dr. Brandy Winquist  
Executive Director, Academics & Learning  
Saskatchewan Health Authority

Dr. Jim Woodgett  
Director, Lunenfeld-Tanenbaum Research Institute  
Sinai Health System

Dr. Bradly Wouters  
Executive Vice-President, Science & Research  
University Health Network

## Did you know...

The co-chairs of HealthCareCAN's Vice President of Health Research Committee, Dr. David Hill and Ellen Chesney, co-penned a HealthCareCAN press release on the urgent need for federal support to strengthen health research and innovation in Canada, [READ IT HERE](#)

# Health Human Resources Advisory Committee

The greatest resource in Canada's healthcare system is its people. The HealthCareCAN Health Human Resources Advisory Committee (HHRAC) unites healthcare People and Culture leaders from across Canada in a national network to provide critical advocacy and strategic direction and counsel on policy issues based on the health sector's needs as well as advice for future leadership and development programs to be offered by HealthCareCAN's professional development division, CHA Learning.

Steve Ashton (co-chair)  
Vice-President, People &  
Organization Development  
IWK Health Centre

Elaine Watson (co-chair)  
Chief Human Resources Officer  
Covenant Health

Cameron Brine  
Vice President, People and  
Organization Development  
Fraser Health

Sandra Carlton  
Joint Vice President & Chief Human  
Resources Officer  
Kingston Health Sciences Centre &  
Providence Care

Amy Carr  
Interim Chief Human Resources  
Officer  
Thunder Bay Regional Health  
Sciences Centre

Sarah Gilchrist  
Director, Learning and Development  
The Royal Mental Health Centre

Demetrios Kalantzis  
Vice President, People and Chief  
Human Resources Officer  
Waypoint Centre for Mental Health  
Care

Joni Kent  
Executive Vice President, Corporate  
Services & Chief Human Resources  
Officer  
Baycrest Health Sciences

Julia Marchesan  
Interim Vice President of Human  
Resources  
London Health Sciences Centre

Mike Northcott  
Chief Human Resources Officer  
Saskatchewan Health Authority

Johanne Roy  
Vice President, Human Resources  
Vitalité Health Network

Caroline Roy-Egner  
Vice-President, Strategic Planning,  
Transformation and Chief Human  
Resources Officer  
Montfort Hospital

Donnie Sampson  
Vice President, People &  
Development and Chief Nursing  
Officer  
Labrador-Grenfell Health

Collette Smith  
Vice President, Clinical Services and  
Human Resource/Chief Nursing  
Officer  
Eastern Health

Tanya Solberg  
Executive Director, Allied Health  
Programs  
Yukon Hospitals

Maria Tassone  
Executive Director, School of  
Continuing Education  
University Health Network &  
Michener Institute

Sharon Torgerson  
Vice President, People  
Island Health

Tracy Wolbaum  
Executive Director, Human  
Resources  
Health PEI

David Williams  
Vice President, Human Resources  
Northern Health

Kristen Winter  
Vice President, Human Resources  
& Organizational Development &  
Leadership  
Sunnybrook Health Sciences Centre



*Groups such as the Canadian Nurses Association, working in partnership with the Canadian Medical Association, HealthCareCAN, the Canadian Federation of Nurses Unions and others, have been relentless in lobbying around the need to stop the bleeding in the health human resources crisis in this country.*



Michael Villeneuve  
Past Chief Executive Officer, Canadian Nurses Association





## Health Human Resources Discussion Paper

### Health Human Resources Advocacy Priorities

In consultation with our health human resources (HHR) partners across Canada, we have identified the top three priorities we believe the Federal Government should engage in as a partner:

- Ensuring an adequate supply of HHR with the competencies, skills, and diversity required to sustain and evolve our healthcare system and equitably serve the diverse population and needs of Canada.
- Support the health, wellness, safety, and resilience of our workforce with a pan-Canadian mental health strategy, tools, and resources for Healthcare workers.
- Promote equity, diversity, inclusion, and reconciliation in our health system by addressing systemic discrimination, removing barriers, and developing talent within equity-seeking and underserved communities so that we reflect and serve all communities in Canada.



Steve Ashton (co-chair)  
Vice-President, People & Organization Development  
IWK Health Centre



Elaine Watson (co-chair)  
Chief Human Resources Officer  
Covenant Health



# Thought leadership in the public sphere to advance healthcare and health research in Canada

As Canada seeks to emerge stronger from the challenges thrown at us by the pandemic, a renewed healthcare and health research system will be the keys to our future success.

## Ottawa must boost financial support for health research for post-pandemic recovery

*Published in The Hill Times*

COVID-19 has showcased the strength of Canada's health research and innovation ecosystem and the vital role it can play as our nation seeks to restart our economy. The federal government must act urgently to recognize and strengthen the inextricable linkages between our economy and the health system, from basic research to commercialization to adoption and scaling of innovation. We need federal support now to rebuild the foundation of the health research and innovation ecosystem in Canada. [READ MORE](#)

## Cloutier and Shipley: Canada's health-care cybersecurity is in critical condition

*Published in the Ottawa Citizen*

Surgeries rescheduled or cancelled, missed chemotherapy appointments, diagnostic tools rendered useless, emergency rooms only able to offer the most basic of care. That's the reality of a modern healthcare cyber-attack and it's happening with more frequency and greater severity across Canada. [READ MORE](#)

## Re\$earch Money: Federal government must provide predictable funding for health research

*Published in Re\$earch Money*

Gone are the days where we can lean on Canada's health research sector's past successes as indicators of our present standing on the world stage. If this sector is to command the international spotlight once again, which would help to both retain its hard-working and dedicated researchers and attract global talent and investments, the federal government must make good on its promise to "build back better" by first building a solid foundation of federal support. [READ MORE](#)

## Short-term fixes no answer for long-term care

*Published in National Newswatch*

Reimagining care will not be easy, and it will require an investment in research and innovation, but it is the right way to address the real needs of Canada's older adults. Our representatives in Parliament should come together, across party lines, to stand for real improvements in older adult care, to stand for the importance of research and innovation, and to stand for seniors living their best possible lives. [READ MORE](#)



## Canada's frontlines need reinforcing

*Published in Hospital News*

Stories of heroic and innovative efforts of healthcare workers toiling to the point of exhaustion across Canada to battle the COVID-19 pandemic may make for inspirational reading, but right now our healthcare system is teetering on the brink of a major health human resources crisis. [READ MORE](#)

## We must address the human resources side of health care before the next pandemic

*Published in Policy Options*

Emergency acts. Lockdowns. Stay-at-home orders. The directives since the beginning of the pandemic have forced Canadians to make many sacrifices to protect themselves from COVID, and people are reporting worsening mental health. The greatest impact has been on health care workers, who are leaving the field in droves suffering from burnout and post-traumatic stress disorder. Canada needs to reduce the shortage of health care workers, ease barriers to cross-jurisdictional practice and implement a national HR strategy. [READ MORE](#)

## No more reports: Canada needs a strategy to put health-care innovations into action

*Published in The Hill Times*

With Canada's federal election settled and Justin Trudeau's Liberals returned to power, the health-care community now waits to see how promises made on the campaign trail translate into concrete policies to improve a health system battered by an ongoing pandemic. [READ MORE](#)

### Did you know...

In 2021, HealthCareCAN joined the Canada Health Workforce Network to call for better planning, better care and better work through better data to better support Canada's healthcare heroes.

[CLICK HERE TO LEARN MORE](#)





# Improving policy, improving health outcomes

In 2021, HealthCareCAN developed several policy briefs to provide members with impact assessments and recommended actions related to emerging issues and federal policies in healthcare, health research and innovation in Canada.



## COVID-19 Amplifies Health System Capacity Shortfalls

As Canada continues to battle the COVID-19 pandemic, our healthcare system's capacity to cope is near its breaking point. Capacity, both in terms of our physical infrastructure and the number of health workers on the frontline, have been significantly stretched. Building a stronger Canada must start on the frontlines of our healthcare system. [READ MORE](#)



## Changing the status quo: Has the disruption of the pandemic provided opportunities for re-thinking established medical tests and practices?

Canadian and International data indicate that nearly 30% of tests, treatments, and procedures routinely conducted show no benefit to patient outcomes.

Even though medical professionals have redoubled efforts to clear surgical backlogs, a full return to pre-pandemic processes has not been possible in all parts of the country. Further, the Canadian healthcare system has long been plagued by queues and wait-times. [READ MORE](#)



## Health sector is the lynchpin in our post-pandemic recovery

The Industry Strategy Council's report, *Restart, Recover And Reimagine Prosperity For All Canadians: An Ambitious Growth Plan For Building A Digital, Sustainable And Innovative Economy* proposes a three-phase action plan to restart, recover, and reimagine Canada's economy and highlights the health and biosciences sector as a key sector for investment through all phases of the plan.

This policy brief serves to inform our members on the action plan and recommendations put forth by the Industry Strategy Council and present implications for our members going forward. [READ MORE](#)



## Working together, to do better: Addressing inequities facing Indigenous people in the health system

In 2021, HealthCareCAN surveyed members in early January to better understand the actions our member organizations have taken to incorporate Indigenous health services and address discrimination against Indigenous people in their organizations. The survey also identified areas where additional supports could be developed to support health organizations with this work. [READ MORE](#)



## COVID's Tragic Toll in Canada's Long-Term Care Sector Must Lead to Action

With health and seniors' care services failing to keep up with the demand for many years, a significant gap remains between what is needed and what is available. This gap has unfortunately led to substandard and aging facilities, the inequitable treatment of LTC care providers, workforce shortages, resident overcrowding, and inadequate infection control capabilities.

This brief provides HealthCareCAN members with recommendations that have been put forward to address the devastation of COVID-19 in long-term care and improve elder care across the country. [READ MORE](#)



## A Better Approach to Rural Health Care: Recommendations from the Rural Road Map for Action

On April 23rd, 2021, the Rural Road Map Implementation Committee (RRMIC) launched Call to Action: An Approach to Patient Transfers for Those Living in Rural and Remote Communities in Canada to help Canadians living in rural and remote communities access health care closer to home.

As a member of the Rural Road Map Implementation Committee, HealthCareCAN was pleased to provide the perspective of our member institutions on practices to improve patient transfers between rural health facilities and secondary and tertiary hospitals. [READ MORE](#)



## Structural Stigma: The invisible barrier to equitable health care

Most Canadians are familiar with the heartbreaking final moments of Joyce Echaquan. An investigation into the incident revealed a pattern of mutual mistrust between the staff and indigenous patients at the hospital. Ms. Echaquan's tragic death is now widely seen as a flashpoint showing the need for action to address systemic racism and structural stigma in Canada's healthcare system. [READ MORE](#)

# Mental Health Care in Canada



## Framework Dimensions of Quality Mental Health Care

As a co-lead of the Quality Mental Health Care Network, HealthCareCAN has led the development of a framework whose aim is to remove barriers hindering access to high-quality mental health services in Canada. Learn about the ten dimensions of quality mental health care [HERE](#)



## A roadmap to improving quality mental healthcare in Canada

*Published in Healthcare Management Forum*

This journal article outlines the findings from research conducted to develop a quality mental healthcare framework that defines quality mental health care and the essential quality dimensions that encompass the provision of quality mental health care. [READ MORE](#)

## WATCH: Testimonials addressing quality mental health care

Watch our video for more in depth context on the Quality Mental Health Care Network, the Framework and the Healthcare Management Forum article!

Your browser can't play this video.  
[Learn more](#)







## 2021 Federal Budget

In 2021, HealthCareCAN provided the federal government with its funding recommendations to shore up Canada's health and biosciences sector. To read these briefs, click on the images below:





# The 2021 National Health Leadership Conference

*Adaptive leadership in complex times*

May 31st and June 1st, 2021



## About the NHLC

The National Health Leadership Conference (NHLC), co-presented annually by the Canadian College of Health Leaders (CCHL) and HealthCareCAN, is the largest national gathering of health system decision-makers in Canada including trustees, chief executive officers, directors, managers and department heads.

The NHLC provides a forum for questions, debate and sharing strategies and solutions to the most pressing health system challenges.

## The 2021 NHLC



The 2021 conference, whose theme was “Adaptive leadership in complex times”, was held virtually on May 31 and June 1. We were pleased to have The Honourable Patty Hajdu, Federal Minister of Health (pictured above) deliver the opening address.

While virtual, the 2021 NHLC continued as in previous years to provide compelling keynote speakers, valuable educational sessions and thought-provoking panel discussions.

The program consisted of four plenary sessions and 28 concurrent sessions. The concurrent session program included one French session and eleven roundtable sessions.

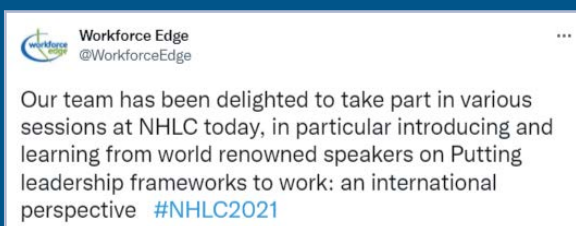
We are pleased to report that a total of 457 individuals registered for the conference, 22 of whom were speakers. This meant that the 2021 NHLC was successful despite the change in format and the ongoing pandemic.

## The Great Canadian Health Policy Dialogue

For 2021, the “Great Canadian Healthcare Debate” event, coordinated by HealthCareCAN, was held in a dialogue format as opposed to a debate format as done in previous years. The “Great Canadian Health Policy Dialogue” themed Leadership perspectives on the sustainability of Canada’s healthcare system with moderator André Picard – Health Reporter and Columnist, The Globe and Mail was a success and had a great response on social media.











# *The* **LEGACY** *of* **LEADERSHIP** *Award*

**HealthCareCAN is proud to announce one of Canada's most distinguished healthcare executives, Chris Power, as the recipient of its 2021 Legacy of Leadership award.**

From front-line nurse to one of the preeminent healthcare executives in Canada, Chris Power has spent a lifetime helping others. During her tenure as CEO of the Canadian Patient Safety Institute (CPSI), Chris recognized the tremendous opportunity to achieve safer, higher quality and patient-partnered healthcare.

In February 2020 under her leadership, CPSI merged with the Canadian Foundation for Healthcare Improvement to create Healthcare Excellence Canada, a single quality and

safety organization with an expanded capacity to improve healthcare for everyone in Canada.

Chris' success has earned her several accolades throughout her illustrious career. She was named one of Canada's Top 100 Most Powerful Women in the Public-Sector Category three years in a row (2007-2009), inducted into the Hall of Fame in 2010, named one of the Top 50 CEOs in Atlantic Canada four times and in 2013 was inducted into the Top 50 CEOs Hall of Fame.

Presented at the 2021 National Health Leadership Conference, the award recognizes exceptional individuals who have made long-lasting and outstanding contributions to advancing Canada's health system and have demonstrated significant and sustained commitment toward the enhancement of the health of Canadians.



“

*Chris Power has been a guiding light for so many of us as we've traversed our health leadership journey in Canada. Her leadership example will stand as a model for today and for the years to come.*

Kathy MacNeil  
CEO of Island Health

”



Pictured: Chris Power



# Our members







## Affiliate members

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## Associate members

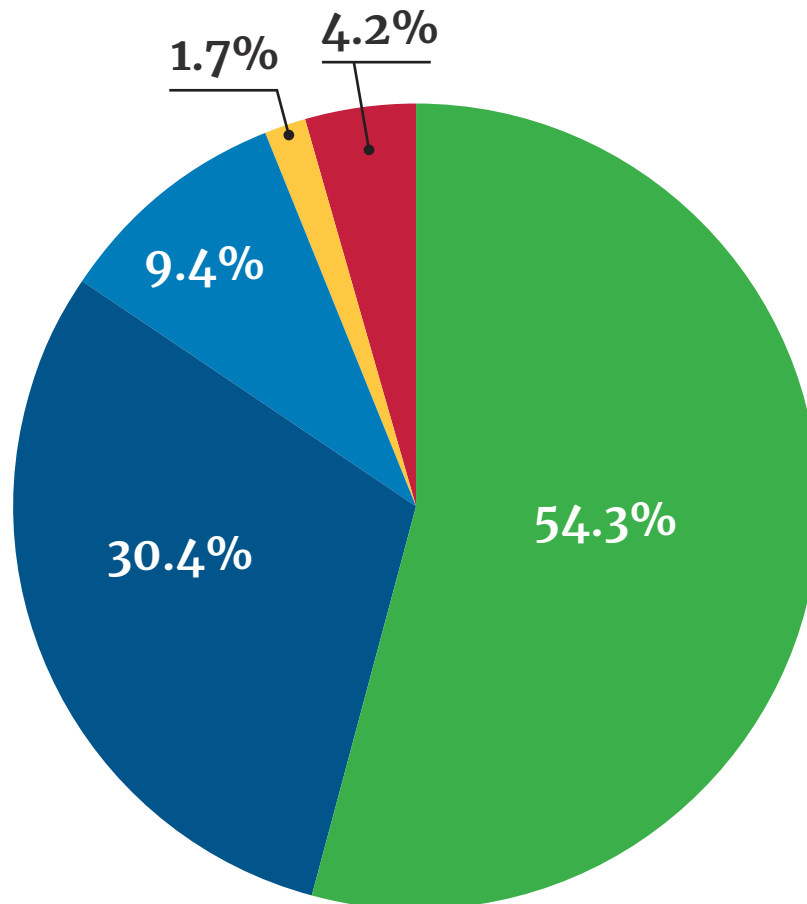
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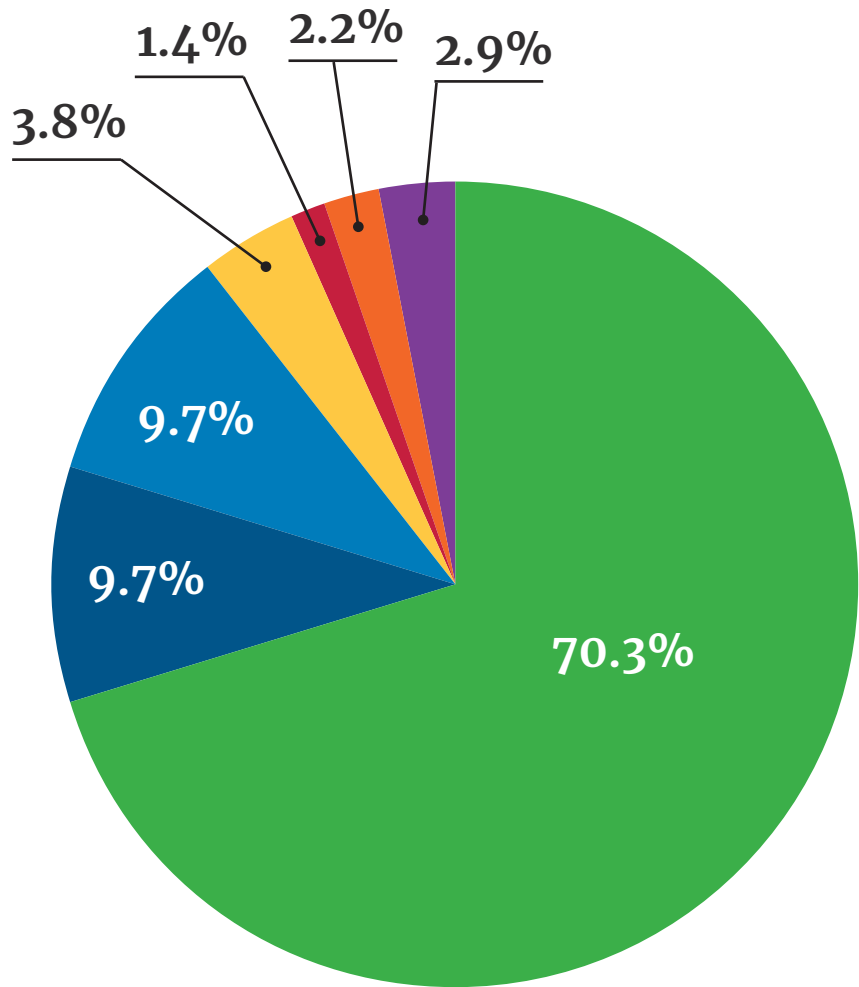
# Financial highlights (YEAR ENDED DECEMBER 31, 2021)

The information below is derived from the 2021 audited financial statements



## Revenue

Professional development	1,973,057
Membership fees	1,104,733
Rental revenue	340,110
Service Bureau	62,857
Other income	152,833
<b>Total Revenue</b>	<b>\$ 3,633,590</b>



# Expenses

Human resources	2,334,625
Professional development	320,652
Property management	321,524
Administration	124,732
Corporate affairs	46,835
Research, policy & communications	73,756
Information technology & other	95,564
Total Expenses	\$ 3,317,688

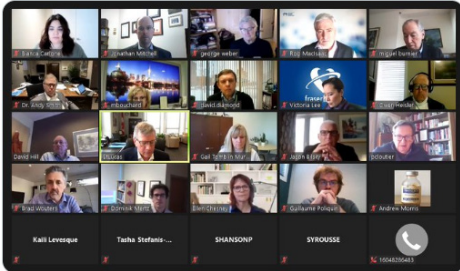




# HealthCareCAN in action



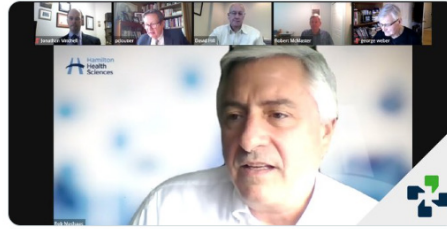
HealthCareCAN members pleased to meet Deputy Minister of Health @Steve\_B\_Lucas today to discuss Canada's #COVID19 variants of concern strategy and role of #HealthResearch in this critical work #CdnHealth @GovCanHealth @RobMacIsaac @DoctorAndySmith @bradwouters @DrVictoriaLeeFH



5:41 PM · Feb 3, 2021 · Twitter Web App



HealthCareCAN Board of Directors meeting today expressed their appreciation to @InnovationCA and @FPChampagne for new federal support for #health research. Our statement: [bit.ly/3kYvR3q](https://bit.ly/3kYvR3q)



3:24 PM · Mar 8, 2021 · Twitter Web App



Great to discuss ways to strengthen support for #healthresearch in #Canada today with Nipun Vats and Daniel Quinn of @ISED\_CA #Budget2021 #healthcare #innovationeconomy



5:50 PM · Mar 30, 2021 · Twitter Web App



Excellent #Budget2021 discussion with @FinanceCanada on enhancing programs/funding models to support start-ups and research institute infrastructure/capacity to retain talent, increase #innovation and global competitiveness for #Canada



5:11 PM · Mar 31, 2021 · Twitter Web App



Great meeting today with @AndyFillmoreHFX @J\_I\_Mitchell @gailtomblin and @JeannieShovell1 to discuss funding for academic healthcare orgs and way to better share data to improve #healthcare in NS and Canada now and post-#COVID19



3:48 PM · Apr 1, 2021 · Twitter Web App



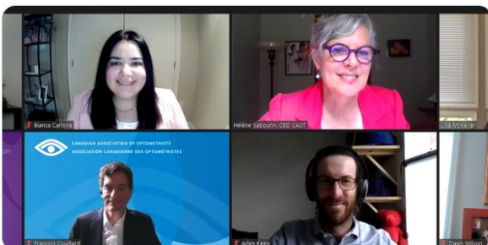
Excellent discussion with @Steve\_B\_Lucas yesterday. Looking forward to continued collaboration and partnering with @GovCanHealth to advance #healthcare and #health research. @VitaliteNB



9:16 AM · May 12, 2021 · Twitter Web App



Pleased to meet today with Parl. Secretary of Health @JenOConnell and members of @CanadaHEAL to discuss health workforce, improving mental health and much more.



11:40 AM · Jun 3, 2021 · Twitter Web App



Excellent discussion today with @PattyHajdu and @CanadaHEAL colleagues on ways to support Canada's health workforce, #MentalHealth and #LTC among other issues #CDNPoli



11:51 AM · Jun 10, 2021 · Twitter Web App

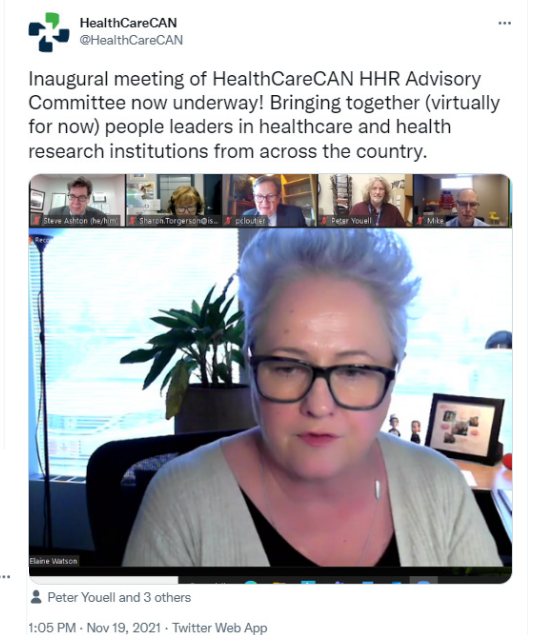


Thank you to @DebSchulte for meeting HealthCareCAN members today to discuss need for transformational change in supports and delivery of care for aging Canadians @AdvantAgeOnt @Baycrest @SEHealth\_SEHC



11:23 AM · Jun 17, 2021 · Twitter Web App







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